

Department of Personnel Administration

# **Workforce Planning**

Results of statewide survey

July, 2008



**2008**

Statewide Workforce Planning Program

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# **Report to Directors**

## **Workforce Planning Survey**

### **July 2008**

#### **Background**

In November, 2007, the Department of Personnel Administration emailed a survey to all Agency Secretaries and Department Directors to determine where they were at in their workforce planning efforts. The response rate of that survey was only 30%, so we weren't able to obtain much valid data. When DPA created the Statewide Workforce Planning Program in the spring of 2008, one of the first items we were asked to do was to complete another survey with a higher response rate so we could better determine where departments were at in their workforce planning efforts and how we could best help them. The survey information collected will also serve as a baseline for performance measures for our workforce planning program. We will be able to determine if the assistance we provide actually increased the number of departments doing workforce planning and if they moved further along in the process.

#### **The Survey**

We used Survey Monkey as the survey instrument. In June, 2008, we sent a link to a special email list comprised of human resource professionals who attended the spring workforce planning conference and department directors where we were unable to determine any other contact. Survey Monkey allows us to download the results in a variety of formats, including Excel, so there are a variety of ways we can sort and use this data. Attachment 1 is the survey summary in a PDF format.

The survey was short, only nine questions, but provided us with a wealth of information. We were able to obtain a **91%** response rate, meaning out of the 114 departments surveyed, 104 responded. Now we finally have valid data on statewide workforce planning efforts.

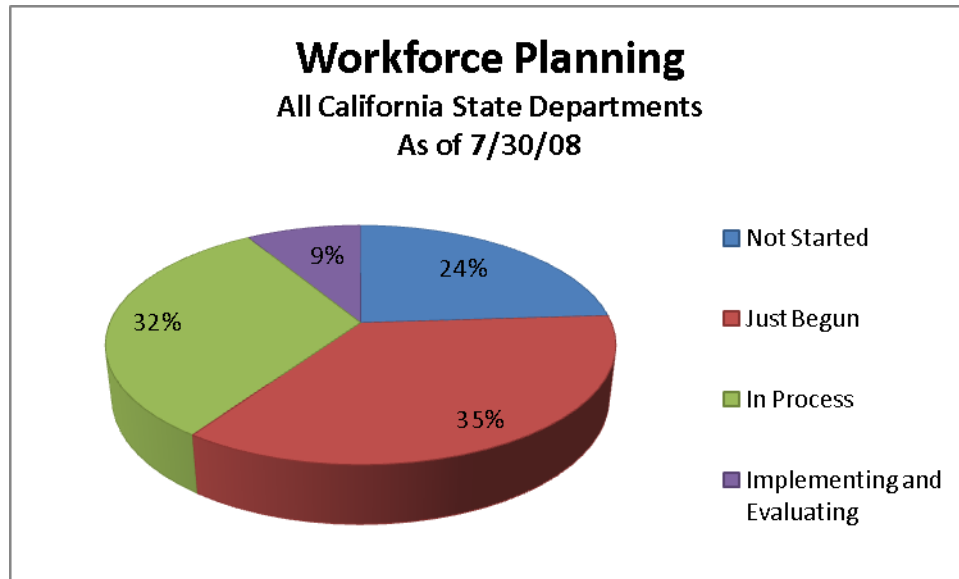
#### **Strategic Planning**

We started off the survey by asking about strategic planning efforts. Based on conversations with the State CIO's office, we included the question, "Does your department have a separate IT Strategic plan?" so we could provide that data to the CIO and assist them with their IT Capitol Plan project. The CIO plans to implement a reporting requirement that departments submit IT Strategic plans and workforce development data to them.

According to our results, **84.6%** of departments have a current strategic plan. Ten people skipped the IT Strategic plan question, so we can determine that between 38% and 42% of departments also have separate IT Strategic plans.

## Workforce Planning

This was the most important question on the survey, “Where is your department in the workforce planning process?” and respondents were not allowed to skip it.



As you can see from the above chart, only 24% of departments have not started any type of workforce planning. It's exciting to realize that **76%** of departments are in some phase of the workforce planning process! Because 35% are just beginning, one of the workshops we plan to offer at the next workforce planning conference will be targeted to departments who are just starting their projects. We will also have a panel discussion during the morning session of the conference consisting of three departments who are all in different phases of their projects. We've invited the California Health & Human Services Agency, the Department of Water Resources and the Department of Financial Institutions to participate in that panel discussion.

The other thing we can determine from the data provided by this question is that we must provide resources in our online toolkit that pertain to each of these project phases.

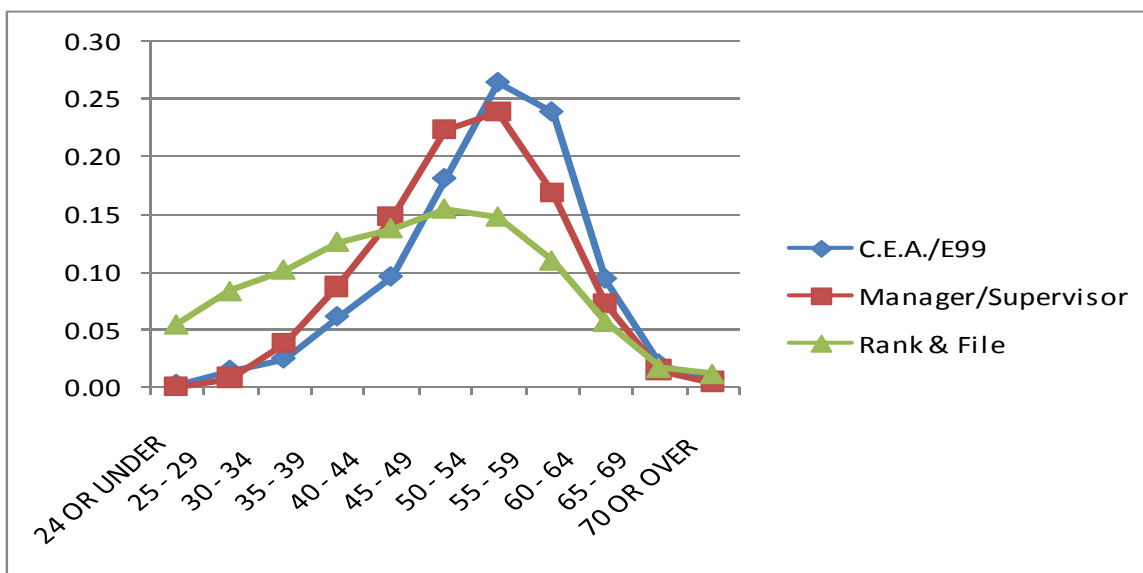
## Succession Planning

The data from the succession planning question, “Where is your department on Succession Planning (meaning leadership succession)” provided similar results as the workforce planning question above. 22% of departments have not yet started any type of effort, 30% just began, 32% are in the process, and 16% are implementing and evaluating. This indicates that departments are a little further along with succession planning than workforce planning. We would expect this, as these efforts are usually done in a top-down approach. With the number of top level executive and managers eligible to retire, it's good to see that departments who are

doing planning have made this a priority. We will include a separate section of resources in our toolkit that specifically addresses succession planning.

As an aside from the survey, this is a good place to provide some information about statewide retirement eligibility statistics. The latest results from our State Employee Age Profile indicate that 62% of CEAs and Exempts are currently or will be eligible to retire in the next five years. Managers and supervisors are our next concern statewide, with 50% eligible to retire in the next five years, and rank and file at 35%. Since we last compiled the data for this report in 2007, the percentage of CEAs and Exempts eligible to retire has fallen (from a reported high of 75%), while the percentages for managers/supervisors and rank and file have both risen slightly. This maybe be due in part to a variation in the methods of calculation, which from this report forward will be consistent with data obtained from the SCO through a SWIRS report we've set up to receive each month. It could also be due to the fact that the Governor's Office seems to have made many exempt appointments of people from a younger age demographic than we've seen previously. We plan to begin publishing this data quarterly on the workforce planning webpage also.

## Statewide Retirement Eligibility as of June 30, 2008



**62%** of **CEAs and Exempts** will be eligible to retire in the next five years.

**50%** of **Managers & Supervisors** will be eligible to retire in the next five years.

**35%** of **Rank & File Employees** will be eligible to retire in the next five years.

## **Remainder of Survey Questions**

The rest of the survey questions were asked to help us assist departments with their workforce planning efforts. We found that only **14.6%** hired a consultant to help them, and **60.5%** are using competencies. The majority of departments are using either current staff or one to two part-time employees to accomplish their workforce planning activities.

## **Summary**

We are extremely pleased with the incredible response rate for this survey. We're also very encouraged that over 75% of departments are doing workforce and succession planning. While we can add this survey to our list of accomplishments, the real value of the data will be seen next year as we follow up with the same line of questions and can analyze what will hopefully be an improvement. Over the next two years our program will continue to update the DPA workforce planning web pages and include a toolkit of resources to help departments in their workforce planning efforts, create a statewide workforce plan, and move forward with workforce development projects based on data. The Little Hoover Commission, the California Performance Review and the Government Performance Project all recommended that the state of California create a statewide workforce plan and this survey was step one in our effort to accomplish that goal.

# **ATTACHMENT**

**1**

**WFP Survey Summary**

**July 2008**



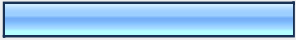

Statewide Workforce Planning Survey

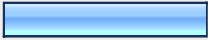
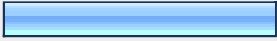


1. What is the name of your Department?			
		Response Percent	Response Count
Department Name	<div></div>	100.0%	104
	answered question		104
	skipped question		0

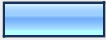
2. Does your department have a current Strategic Plan?			
		Response Percent	Response Count
Yes	<div></div>	84.6%	88
No	<div></div>	15.4%	16
	answered question		104
	skipped question		0

3. Does your department have a separate IT Strategic plan?			
		Response Percent	Response Count
Yes	<div></div>	42.6%	40
No	<div></div>	57.4%	54
	answered question		94
	skipped question		10



4. Where is your department in the Workforce Planning process:				
			Response Percent	Response Count
Not Started			24.0%	25
<b>Just Begun</b>			<b>35.6%</b>	37
In Process			31.7%	33
Implementing and Evaluating			8.7%	9
			<b>answered question</b>	<b>104</b>
			<b>skipped question</b>	<b>0</b>

5. Where is your department on Succession Planning (meaning leadership succession):				
			Response Percent	Response Count
Not Started			22.1%	23
Just Begun			29.8%	31
<b>In Process</b>			<b>31.7%</b>	33
Implementing and Evaluating			16.3%	17
			<b>answered question</b>	<b>104</b>
			<b>skipped question</b>	<b>0</b>

6. In your department, where is (or will be) the workforce planning function?				
			Response Percent	Response Count
<b>Admin/HR</b>			<b>70.7%</b>	65
Executive Office			27.2%	25
We created (or will create) a separate Workforce planning unit			10.9%	10
			Other (please specify)	20
			<b>answered question</b>	<b>92</b>
			<b>skipped question</b>	<b>12</b>

7. If you are doing workforce and/or succession planning, did you hire a consultant to help with the process?			
		Response Percent	Response Count
Yes	<div><div></div></div>	14.6%	13
No	<div><div></div></div>	85.4%	76
answered question			89
skipped question			15

8. If you are doing workforce and/or succession planning, are you using competencies?			
		Response Percent	Response Count
Yes	<div><div></div></div>	60.5%	49
No	<div><div></div></div>	39.5%	32
answered question			81
skipped question			23

9. How many positions are dedicated to workforce and/or succession planning?						
Full Time						
	0	1-2	3-5	6-10	More Than 10	
Number of Positions	49.2% (32)	38.5% (25)	6.2% (4)	1.5% (1)	4.6% (3)	
Part Time						
	0	1-2	3-5	6-10	More Than 10	
Number of Positions	22.4% (15)	56.7% (38)	9.0% (6)	7.5% (5)	4.5% (3)	
answered question						
skipped question						